

## Everyone's Smart University

### Project (Spring 2021)

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|--------------|-----------------------|---------------|
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## PROJECT LEADERSHIP

### Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 20-05-2021 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
  - حجم الخط 12.
  - نوع الخط Arial.
  - لون الخط أسود.
  - المسافة بين الأسطر 1.5 line spacing.
  - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

## THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN **YOUR ORGANIZATION**: A CASE OF YOUR OWN.

Different leadership styles are the key factor in the success of any project. Project Leaders are responsible and accountable for the success/failure of the project. There are numerous responsibilities that are assigned to a Project Leader during the leadership journey.

### **YOUR MISSION:**

Your research/project must provide an overview of information and knowledge in a corporate environment with an underlying theme of **defining leadership styles within applying the hard and soft skills** for that style needed by the leader to ensure successful project delivery in your organization. (You are required to demonstrate your understanding of the relevant body of works to real-life business research).

Choose one only of the following project leadership skills using the tools that we learned during the project leadership course; starting from identifying and assess the case till executing the project.

- Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Using Team structures – Team development stages – Team needs).
- Embracing Accountability (Using RASCI)
- Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different sources of LEADER POWER).

### **What you have to do:**

Your project task requires the preparation of a full project proposal that should contain the following components:

- **Introduction:** A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. **(2 points)**

- **Literature Review and Conceptual framework:** An analysis of the literature relevant to the research topic that will give you the conceptual basis for conducting your research from the previous studies. **(2 points)**
- **Methodology:** Based on the conceptual framework, research aim(s), and objectives, you need to provide a detailed description of the data collection tools, data sources. **(2 points)**
- **Results and Discussion:** Description about the main findings of a research, outline your thoughts to defend your research and to emphasize the significance of it. **(4 points)**
- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. **(2 points)**
- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

[Write the names of the chapters/sections of your research/ project and briefly discuss what you will write in those chapters/sections] .

Best of luck...

**Dr. Sara Adel**

## تأثير مهارات القيادة على نجاح المشروع في مؤسستك: حالة عملية خاصة بالطالب.

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي مشروع. قادة المشروع مسؤولون عن نجاح / فشل المشروع. وهناك العديد من المسؤوليات الموكلة لقائد المشروع خلال رحلة القيادة.

### مهمتك:

يجب أن يوفر بحثك لمحة عامة عن المعلومات والمعرفة في بيئة المؤسسة الخاصة بك وهي موضع الدراسة مع تحديد أنماط القيادة في إطار تطبيق المهارات الخاصة بالقائد والمناسبة لهذا النمط الذي يحتاجه القائد لضمان تسليم مشروع ناجح في المؤسسة. (أنت مطالب بإثبات فهمك لما تم دراسته وتطبيقه بالأبحاث الواقعية في مؤسستك).

اختر واحدة فقط من مهارات قيادة المشروع التالية باستخدام الأدوات التي تعلمناها خلال مقرر القيادة في المشاريع.

- Prioritization (Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Team structures – Team development stages – Team needs).
- Embracing Accountability (RASCI)
- Conflict resolution (The Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different source of power).

### ما عليك القيام به:

تتطلب مهمة مشروعك إعداد مقترح مشروع كامل يجب أن يحتوي على المكونات التالية:

- مقدمة: بيان تفصيلي للمشكلة محل الدراسة، تحديد هدف البحث والأهداف التي ترغب في التحقيق فيها ومناقشتها من خلاله.
- دراسات علمية سابقة: تحليل الأدبيات والدراسات السابقة ذات الصلة بموضوع البحث والتي ستساعدك في مجال الدراسة لإجراء هذا البحث.
- المنهجية وطريقة البحث: بناءً على أهداف البحث، تحتاج إلى تقديم وصف تفصيلي لأساليب وأدوات جمع البيانات ومصادر البيانات والأساليب / الأدوات التي ستستخدمها.
- النتائج ووصف المناقشة حول النتائج الرئيسية للبحث: شرح مفصل للمشكلة محل الدراسة.
- المراجع: تسرد جميع المصادر التي استخدمتها في مشروعك، ومنها مقالات المجلات المحكمة أو المواقع المستخدمة للبحث.
- الملحقات (إذا كانت متوفرة في دراستك): أي مواد تكميلية تحتاج إلى إضافتها. (خيارية).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

**Dr. Sara Adel**



## ❖ INTRODUCTION:

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In almost every era, leaders have to face a challenge of enhancing productivity of its organization in order to compete in the marketplace. Moreover, the application of new technology in the organization is not the only factor that enhances the employee's productivity and performance but it also enhance through the motivation of workers with inspired and knowledgeable representatives. Therefore, leaders are responsible to motivate its team members all the time in order to succeed. Positive worker's morale leads towards a company's smoother growth with respect to output, competitiveness, as well as effectiveness. Motivation is a critical and unavoidable aspect of every business that relies on several types of motivating aspects rather than just compensation or salaries. If leader is not able to motivate its team members. The team performance goes down and it would negatively affect project outcomes. In other words, Low motivation as well as dedication can result from a leader's lack of motivational skills. Customer loyalty is a crucial key success factor in fast food restaurants such as McDonalds, and when team members are satisfied and motivated by the team member, it plays a great role to enhance customer's positive experience. Therefore, it is essential for a project leaders to enhance their motivational skills by motivating themselves first.

A soft skill such as motivating skill may have two ways. Intrinsic motivation occurs as individuals engage in a task because they like it and gain spontaneous pleasure from it. Extrinsic incentive, on the other hand, necessitates an instrumentality between the behaviour and any separable outcomes such as physical or verbal incentives, because gratification derives from the extrinsic consequences to which the activity leads, rather than the activity itself.

Thus, this research aims to analyse the impact of my motivational skill on a project of fast food restaurant i.e. McDonald with a mediating effect of team's performance.

#### ◆ Problem statement

Lack of motivation for members of the project team is a big problem in today's business environment. In certain situations, weak leadership fails to address multiple intrinsic as well as extrinsic motivational aspects, resulting in motivational problems. As a consequence, project managers must accept inspiration as a method for achieving high efficiency in their organisations. According to KARANAM (2018) increasing project team member motivation can result in a variety of organisational benefits. As a consequence, further study into this subject is essential. According to previous studies (Byrd and Turner, 2001), project managers need both hard and soft skills to succeed. According to one report, competences account for just 15 percent of achievement, whereas soft skills account for 85% of success (John, 2009). The thesis on employee morale was discovered, and the key goal of the test was to learn about the various experiences of staff and managers on motivation at McDonald's using various motivational theories. The research shows that McDonald's executives have a mindset that is much in line with Taylor's science hypothesis, which states that while crew workers are under strain and tightly watched for full production, they are more inclined to perform harder. Employees' perspectives vary from bosses' in that they are sometimes guided by a utilitarian mindset. The majority of staff do not want to make a job out of employment at McDonalds. McDonald's workers are shown to be unmotivated owing to a weak employer-employee partnership, a low pay rate, and a lack of recognition. However, the research did not examine the connection between a leader's ability to motivate others and the performance of a McDonald project (Nawaz, 2011). Because of the inherent difficulty in assessing the impact of soft skills such as inspiration, they are often overlooked or given less weight than they deserve. given fact is that studies examining the direct impact of the project manager's motivational skill on project success are limited (Turner and Müller, 2005); as well as even where minimal consideration has been devoted to this part, while the authors' focus was just on examining the attitudes of the leaders rather than analyzing the influence of leadership motivational skills on success of project (Yang et al., 2011).

Previous leadership research has shown that when a leader communicates enriched task knowledge to the staff, the team performs well. Good coordination with the project manager as well as team members can help to resolve any issues that could arise during the project's execution (Turaga, 2013). Though previous research has shown that project managers' leadership skills have an effect upon team performance while the influence of project leader's motivational skills on team performance is yet to be proven conclusively (Yang et al., 2011). In light of this, it is possible to infer that an analysis is needed to determine the association among leadership motivational skills as well as project success in the context of McDonald's using a quantitative method.

◆ Purpose of the study:

This research have a primary purpose

- To analyse the effect of motivational skill of leader on project success in McDonald
- To analyse the effect of motivational skill of leader on team performance
- To analyse the impact of team performance on project success
- To assess that team performance mediates the relationship between leader's motivational skill and project success

◆ Structure of the paper:

The first chapter would have an outline, a problem statement, as well as study objectives. The second chapter would include a literature review, theoretical overview, as well as conceptual framework on the impact of leadership motivating skill on the progress of the McDonald's project. A study's research methodology, the target group, the sample as well as sampling procedures that would be used, data collection method, as well as data processing approaches will be discussed in Chapter 3. While chapter 4 will be based on data analysis and discussion section. In last, conclusion would be discussed in chapter fiver of the study.

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## ❖ LITERATURE REVIEW:

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According to Heagney (2016), managing a project is the incorporation of experience, skills, as well as strategies to project tasks in order to fulfil project specifications. To improve efficient project deliverables, leadership skill is needed in such applications. This can be done using a variety of leadership techniques and methods. Efficient coordination, successful collaboration, effective teamwork, and motivation, according to Kerzner (2017) are four factors that must be present when using strong project management leadership methodologies.

### ◆ Impact of leadership motivational skills on project success

Project success is an important term, as well as deciding how effective or unsuccessful a project is a difficult task. In project management research the issue of project performance has long been a central concern (Cooke-Davies, 2002). The discovery of the determinants of project performance has entailed a considerable amount of study (Jetu and Riedl, 2012). If there are no time or expense overruns, and the project follows goals, it is deemed good. The ability to motivate others is one of the most valuable leadership skills that has long been recognised as critical to project performance (Gonfa, 2019).

Using special tactics to motivate team members to work together while identifying their emotions, desires, and goals is what motivating skills are all about (Al Hawawsheh). Motivating others is what leadership is all about. In order to motivate and inspire people, motivational skills are essential. Motivational skills, Adair (2005) are essential for getting the best or maximum value from people, achieving success by teams as well as individuals, maintaining constant high performance, as well as encouraging oneself and others to act. When it comes to individual motivation, Kouzes and Posner (2006) distinguish between intrinsic as well as extrinsic motivation. It provides an explanation for why people behave in a certain way. Either they are compelled to do it by an outside force or from internal force? Is it for the sake of pleasing someone or for their own satisfaction? Leaders must be inspired themselves to inspire others, and this motivation must originate from

inside (Adair, 2005). When employees are quickly driven to complete a task, they are more likely to achieve excellent outcomes. However, if representatives cannot inspire themselves, they would not be able to motivate anyone. In some cases, this is a constraint faced by current leaders. Leaders in positions of power are inept at inspiring people to devote their best efforts. As a result, the followers make a small donation (Gonfa, 2019).

Team performance may determine just how much the company progress, as well as the empowered leader has an impact on team performance, which is an important aspect of the organisation. According to Dionne et al. (2004), success represents the ability of the person employed to accomplish their mission and job tasks in a way that can be evaluated and calculated. To meet its targets and expectations, and to succeed with their rivals, the company needs the highest level of employee success possible. Employee morale is critical to the survival of every company.

As a result, team motivation is critical to project success because the project team's labour efficiency has a direct impact on the project's priorities and objectives (Schmid and Adams, 2008). As a result, project leaders must ensure that project workers are engaged during the project cycle. Study observations of a strong relationship between motivation and employee success may help understand the impact of low motivation. Motivation boosts executive efficiency (Richard, 2014). Njambi (2014) discovered a connection between improved efficiency and inspiration. As a result, the employee's efficiency suffers as a result of a loss of inspiration. If employees aren't inspired by opportunities for advancement, pay, recognition for their contributions, promotion, and other factors, they won't be able to devote all of their efforts and potential to the organisation, which would have a detrimental impact on project performance. Motivation and leadership have been discovered to have an inextricable correlation. As a result, project management leadership models have a significant impact on project employee engagement. For example, in project management, leadership styles such as laissez-faire and autocratic have been developed that



enable a leader to be a mentor, initiator, and delegate as well as a participant. As project team members see a mentor as a participant, they are more likely to be motivated and loyal. This type of leadership employs a participatory methodology, which encourages project team participants to contribute meaningfully to the project's progress (Chiocchio et al., 2015).

Maslow's Hierarchy of Needs can help with enhancing the motivation level of team members of the project (Maslow, 1943). Organizations can fulfil five key needs, according to Maslow's

needs Hierarchy: psychological, protection, belonging, esteem, as well as self-actualization (Kaur, 2013)

On the basis of above literature, the following hypothesis are developed.

**H1: The leader's Motivational skill is positively related with project success at McDonald**

**H2: The leader's motivational skill is positively related with team's performance at McDonal**

**H3: team performance is positively related with project success at McDonald**

◆ **Conceptual framework:**

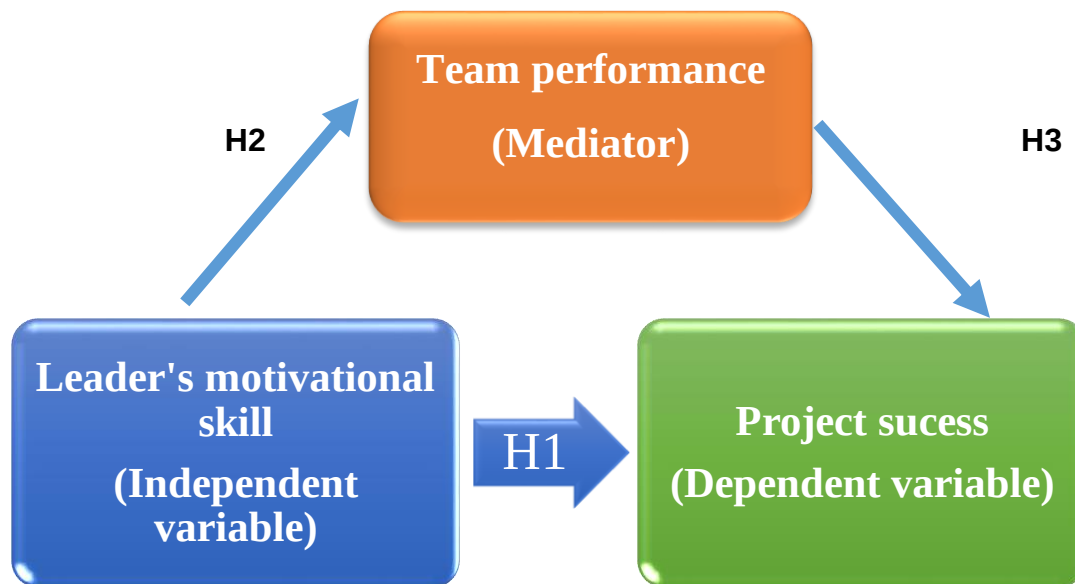


Figure 1: Maslow's Hierarchy of Needs (Kaur, 2013)

❖ **METHODOLOGY:**

As the primary purpose of this research is to analyse the impact of leadership motivational skill on success of project in fast food restaurant i.e. McDonald, the following methods will be conducted using quantitative method of research.

◆ **Population of the study and sample size**

All people including project leaders, system, senior management, as well as members of the project team who are involved in project will be included in the study's population that are located in different branches of McDonald in Saudi Arabia. Among which thirty individuals will be selected randomly to collect and analyse the data.

◆ **Sampling method**

Convenience sampling will be employed to draw samples from population.

#### ◆ Sources of data

This study is based on primary data which entails doing own study to find answers to research question. What questions are posed, how well the study is focused, as well as when the research is done are all under the control of the researcher. Questionnaire will be used in this study using five point likert scale from 1=strongly disagree to 5=strongly agree to know how leader's motivational skill is impacting project success with a mediating effect of team performance. A significance of questionnaires in analysis is explained by (McGivern, 2009). There are three major goals in a questionnaire. 1) The individuals i.e. project leader, managers, team members must be able to grasp it when collecting the knowledge that is needed. 2) They should be encouraged and motivated to participate in the process. 3) It should be as error-free as possible.

#### ◆ Data collection method

To analyse the influence of motivational skill on project success, data will be collected using questionnaire technique. To gather data, a fifteen-item structured questionnaire will be used, which will have closed-ended questions. The survey will be distributed through the internet. The questionnaire will be sent by email in English. Inside a McDonald's customer service group, the questionnaire would be sent to Corporate Department heads, Project Managers, Project Team members, Operational Customers, as well as Management Consultants.

#### ◆ Data collection Instrument

Structured questions will be used in the survey questions, which provided quantitative data for statistical research. The questionnaire will be designed to meet the study goals, with the first section collecting the demographic profile of the participants including gender, education level, experience, designation; second part questioning on the leadership motivational skills; part three on team performance and last part will measure success of the project.

The following are really the parameters of the questionnaire. Each element inside the item will be graded upon the five point likert scale where 1 = "Strongly Disagree" as well as 5 = Strongly Agree

1. Leadership motivational Skills. The leadership motivating skills would be measured using an instrument adapted by Chen and Shi (2006)
2. Team performance. The team's performance will be measured using an instrument modified by Dionne et al. (2004)
3. Project Success. The progress of the project would be measured using an instrument developed by De Wit (1988)

For compliance with specific situations, appropriate wording changes can be created.

#### ◆ Data analysis

Quantitative data would be evaluated using descriptive statistics like as frequencies ratios, means, as well as standard deviations, as well as correlation and linear regression. Furthermore, Cronbach alpha Coefficient, a reliability coefficient which tests instrument accuracy, would be used to assess the questionnaire's reliability.

### ❖ RESULTS AND DISCUSSION:

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The relationship between independent variable i.e. motivational skill of leader and project success is proposed to be positively correlated. Similarly, All the hypothesis are proposed to have positive relationship with each other. As good a project leader is at building relationships with his team, the quicker he can understand their strengths and shortcomings and be able to draw on them. Moreover, it is also proposed that team performance will significantly mediating the relationship between leader's motivational skill and project success. As increasing the motivational skill of leader will definitely increase the team performance because their morale would be boost up which will lead them toward

achieving project goals efficiently and effectively and in turn, the project would be successful.

This research would be very useful to project leaders because it will show them how leadership affects project success in Saudi Arabia. This would help them choose project managers with the correct skills, which would result in improved project performance. The study's results will aid project management stakeholders in developing strategies aimed at strengthening project performance through providing insight on how leadership influences project progress. This thesis would help aspiring researchers and academicians because it would serve as a foundation for future studies as well as provide literature for future research. The results of this research will contribute to the body of information about the impact of leadership on project success.

Furthermore, in Saudi Arabia, the mediating function of team performance in the partnership between leadership motivating skills and project progress will be determined. This, in essence, would aid project managers not only in developing the necessary expertise for effectively shaping project outcomes, but also in comprehending the effect of team results on the connection between leadership motivational skills and project success.

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